

Exploring the use, adaptability, and hiring of Community Resources

-A New Approach to Workload Management-

Presented to:

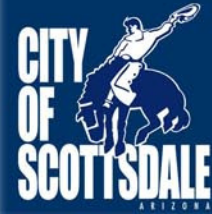
The State of Arizona Developmental Disabilities Planning Council

Presented by:

**Deanna Zuppan, CTRS, Adaptive Recreation Services Supervisor
Dennis Enriquez, Business Services Director**

January 24, 2014

Scottsdale, AZ - General Information



Located in Maricopa County, Arizona

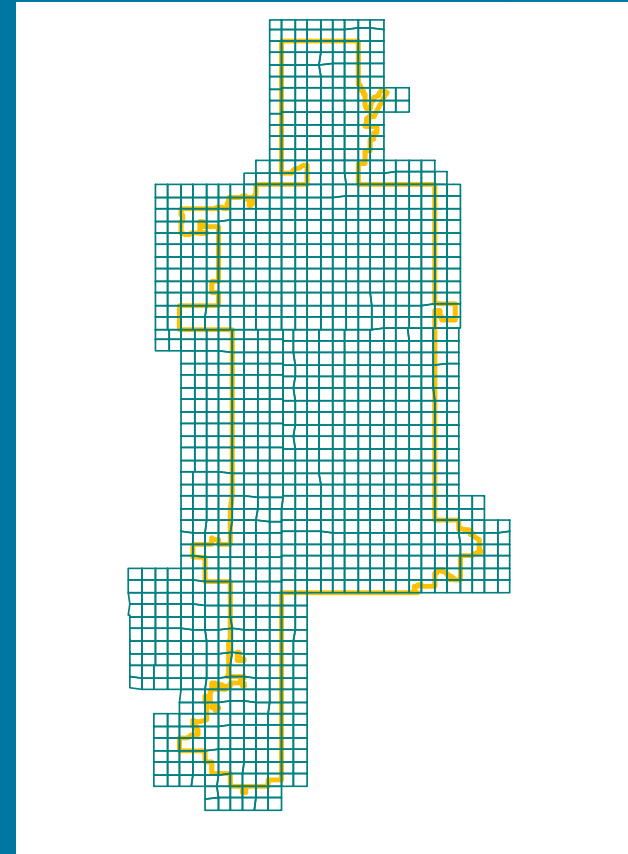
Total Land Area: 184.5 sq. Miles

North/South Distance: 31 Miles

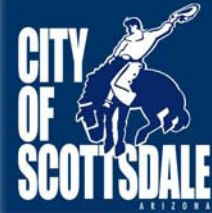
2013 Population: 219,713

Named "Most Livable City"

Named "Best Run City"

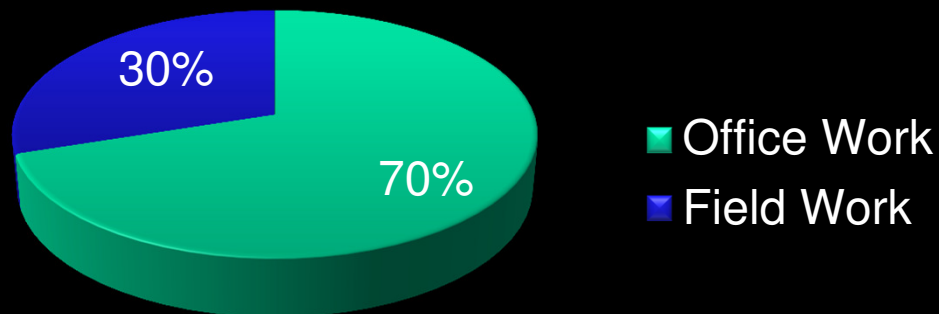


City of Scottsdale Workforce

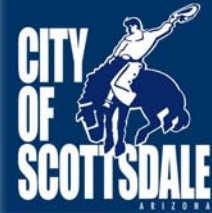


- The City of Scottsdale employs approximately 2,500 FTE's.

City of Scottsdale Employees



Organizational Culture



1990 to 2008:

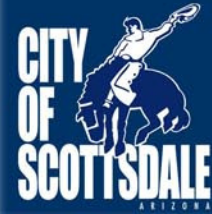
“Simply Better Service”, “Leaders in Business”, “Cutting edge”

Recession changed everything

2009 to Present:

“Slice, Stretch, Serve”, “Pay cuts”, “Reductions In Force”, “Health care premium adjustments”, “Doing more with less”, and the list goes on...

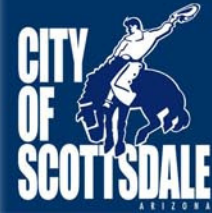
Common model of a frontline office employee



- 90% - Skill based functions. deadline driven, customer demanded, technical, critical to job, business need, decision making capacity.

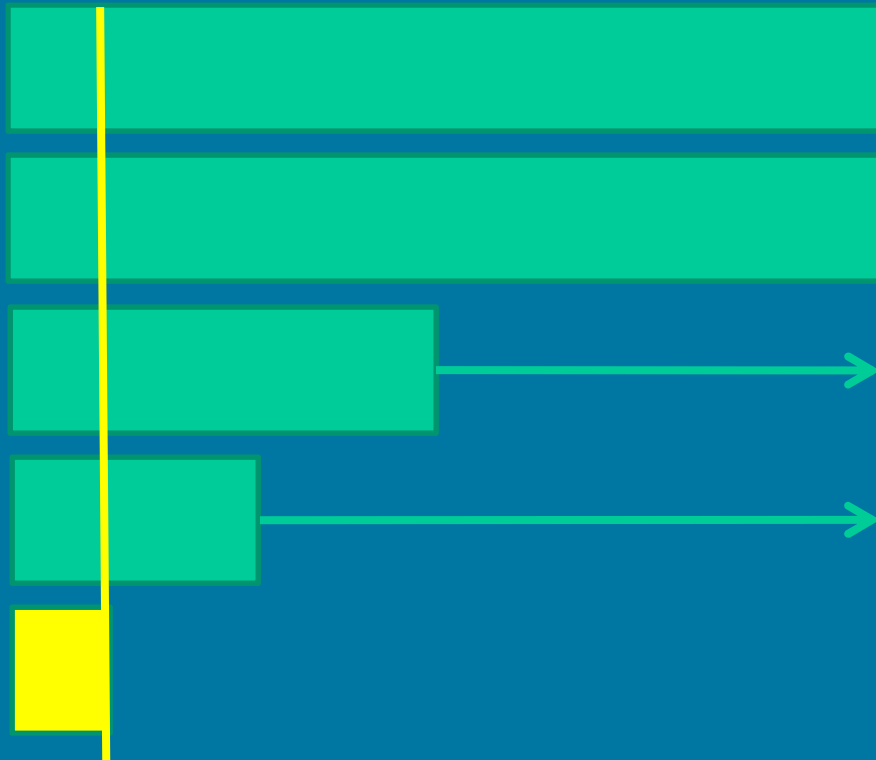
- 10% - Simple to general functions: opening mail, shredding, copying, labeling, scanning, collating, and filing.

New Workforce Management Model



0 – 10%

100%



City FTE

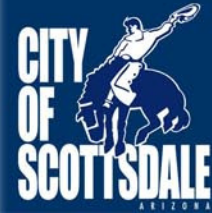
Contract Employee

Part-Time

Volunteer

NEW: Community
Resources

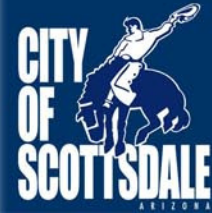
What is a Community Resource?



Individuals that are capable and willing to work independently and/or in a team environment (with minimal guidance from a coach or city staff); conforming to a specific part time daily schedule; carrying out only those simple to general office or field duties (depending on work assignment); voluntarily or for minimum wage salary when available.

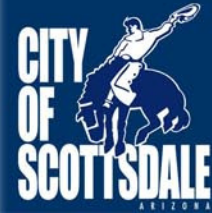
Concept: Expand pool of available and capable human resources to offset the most basic yet time consuming tasks.

What makes a Community Resource different than a traditional volunteer?



- Volunteers generally come in on their own schedules of availability
- Volunteers generally stay for short periods of time (less than three months unless retired) as they are attempting to get a full-time position
- Volunteers generally prefer to not perform the simple tasks of filing, copying, collating, opening mail, picking up trash, raking on a routine basis.

Example of using Community Resources

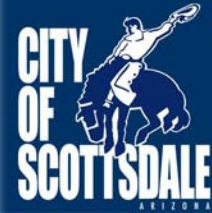


Remittance Processing Pilot Project

Steve and Christy work at Scottsdale City Offices Monday thru Friday from 8:00 a.m. to 10:00 a.m. These two Community Resources open thousands of utility bill payments daily using an automated letter opening process -- tasks previously performed by full-time City staff.

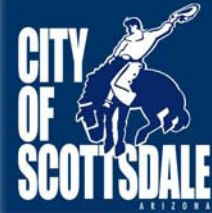


What is Remittance Processing?



- Prepare for bank deposit \$400K to \$4M per day in utility (water, sewer, solid waste) and sales tax payments, and parking fees.
- Receive approximately 1.2 million pieces of mail annually.
- Maintain a high standard (99.999%) for accuracy and effectively secure customer financial information.
- Typical workday requires 1 to 2 staff, two to six hours to open and sort this large volume of mailed in payments – This is equivalent to ½ FTE or approximately \$20K in salary.

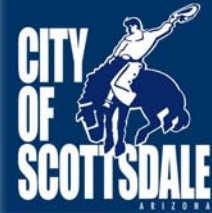
Challenges without the use of Community Resources



- Forced to “Do more with less”
- Creates a greater ‘backlog’ of projects
- Higher overtime use; consequential budgetary impacts
- Lower employee morale
- Reduced specialized level of service
- We’re essentially paying top dollar for less skilled duties.

Note: Director of Business Services opened envelopes when needed. While morale boosting, it is not a fiscally sustainable or a good long term use of resources.

Simple idea led to important questions



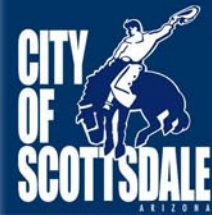
Prior to Steve and Christy; We tested the use of a Student Volunteer during the Summer of 2012. Results were positive, however, we needed a stream of resources to meet our daily needs without changing our processes to accommodate a volunteers schedule.

Question: Could individuals with disabilities perform this task?

Question: Would they have interest helping with this daily task?

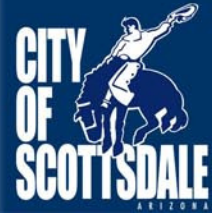
Answer: We didn't' know, however, it was worth investigating!

Our Story



- Sought consultation by our Adapted Services Program Manager (Deanna Zuppan) and representation by a local non-profit agency known as STARS (Scottsdale Training & Rehabilitation Services). They observed the letter opening process at our office. Discussions were very positive.
- Presented and obtained support from the Remittance Processing Department manager and staff, legal, risk, HR, and upper management . Discussions were ALL positive.
- Things considered: safety, ADA requirements, insurance, funding, confidentiality, assessments, full inclusion, training, adaptation as needed.

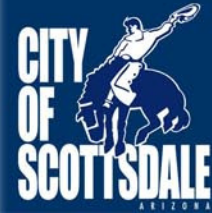
Benefits/Results using Community Resources



Not only could individuals perform this task; they maintained our high standards for accuracy and brought a positive attitude to the workplace.

- Better distribution of workload.
- Cost effective/Fiscally sustainable
- Reduced use of overtime.
- More time for specialized services.
- Improved employee morale.
- Improved pay for performance/skill based program.
- Doing more with the right amount of resources.

Volunteer to paid City Employee



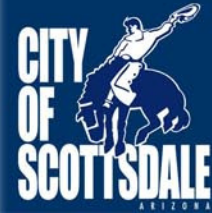
As the volunteer program proved successful results; the City was committed to paying for these available community resources.

City expanded it's recruitment process, changed practices

- New Job Description created – Support Assistant
 - Drivers license not required
 - Converted 1 FTE to 4 25% PTE's
 - Minimum wage salary position requiring five day work week
 - <http://agency.governmentjobs.com/scottsdaleaz/default.cfm?action=speccbulletin&ClassSpecID=954276&headerfooter=0>
- Volunteers and employees must sign a “Confidentiality” form.

Note: Volunteers may have had an advantage in the recruitment process (as they already proved they could do the posted job), however, they still had to complete an on-line application and compete through a formal interview.

Critical Step – Gradual Implementation



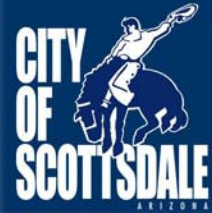
The initial Pilot Project utilized individuals from our Adaptive Services Program as these folks are “higher functioning”. This decision played a significant role in our success as:

- **Participant’s easily performed the duties assigned.**
- **Employee’s were amazed by the participant’s quality of work which left them craving for more.**

Once staff had a better understanding of participant’s **CAPABILITIES**, this opened the flood gates to test more areas where assistance could be offered (e.g. City Planning, Police, and Library admin operations).

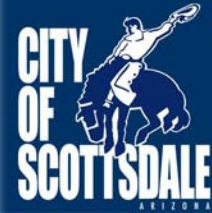
It also presented a partnership opportunity with STARS.

Accomplishments to date



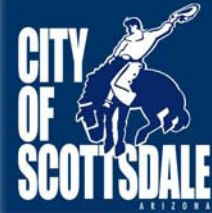
- Created an unpaid volunteer program in partnership with Adaptive Services participants
- Created an unpaid 6 month Pilot Project in partnership with STARS
- Created four new paid City of Scottsdale 25% Part time positions.
- Hired two candidates that were previously volunteer participants from Adaptive Services.

Accomplishments continued



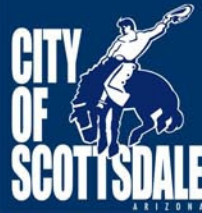
- Promoted mutual awareness and understanding by participants and staff (aka, “Diversity training on steroids”).
- Human Value: social acceptance, inclusion, understanding, teaches new job skills.
- Pilot Project recently received the City Manager’s *Bill Donaldson Award for excellence in vision and innovation*.
- Other City Departments and Outside Agencies interested in this model program.

One Final Accomplishment -- Transportation



Upon learning that one of our disabled volunteers was paying over \$40.00 in cab services per week to travel to and from our City offices; We partnered with our City Transportation Department to create the *ID (Individuals with Disabilities) Work Travel Program*. Features:

- Voucher program to and from work
- Pays 100% cost of the cab fare and a 15% gratuity
- Only valid for individuals with disabilities who are either working for the City of Scottsdale or volunteering for a City of Scottsdale business operation.
- For business related travel only.
- Funded through the City Cab Connection Program



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